

~~CONFIDENTIAL~~

24 October 1973

MEMORANDUM FOR:

SUBJECT: Finished Intelligence Production Management

1. On 31 July 1973, the IC Staff sent a proposal to the principal USIB producers (CIA, DIA, and INR) proposing a Finished Intelligence Production Management File (Tab A). The proposal was misunderstood by DIA, opposed by CIA (DDI) and of interest to INR (Tabs B, C and D).

2. Part of the problem was in my draft of the memo. It was not clear that we were talking about finished intelligence production of current and estimative products exclusive of the large number of basic products appearing in DIA's Defense Intelligence Production Schedule (DIPS). No other agency publishes such a formal schedule like the DIPS.

3. In order to pick up the pieces, I have talked informally to representatives of DIA, INR and CIA. DIA (DP2C), once understanding our purpose in establishing the Finished Intelligence Production File, thought that DIA would agree to a test of a manual file for a period of 60-90 days on a single region of the world. DIA liked the idea of using Latin America as a test region. The Latin American/African Office Chief in INR, however, thought that Latin American production had been reduced to such a level that the region would not provide a valid test for a management system. He suggested adding Africa, but he also voiced reservations on the necessity of the whole proposal. CIA (DDI) still has strong reservation on the proposal. Mr. Paul Walsh stated that he doubted the need for such a management file, and that many DDI finished intelligence publications were simply too sensitive to be listed in such a file. When I mentioned that the majority of documents in DDI Internal Production Schedule appeared to be self-initiated (about 80%), and not apparently particularly sensitive, Walsh stated that the "self-initiated" heading was misleading and that the documents were usually destined for a particular customer. He said the more sensitive documents did not appear in the schedule. He agreed to consider a new proposal for a test file.

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4. Aside from genuine doubts about the worth of a Production Management File, there is a high level of parochial interest in keeping production schedules for "Internal Use Only". The limited scope of actual duplication is pointed to as making the status quo acceptable. (The survey was done in such a way that border line cases were considered in the most favorable category to avoid argument.) It would seem that the President's letters of 1 November and 5 November 1971 make it sufficiently clear that new management techniques must be undertaken. With decreasing resources the old luxury of "Internal Use Only" Production Schedules simply must go. If an agency intends to produce something it should be willing to subject its proposal to the scrutiny of other managers and a new era of openness might begin to replace the zealous parochial guarding of prerogatives.

5. Recommend that the revised test Production Management File proposal (Tab E) be forwarded to General Graham for signature.



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Attachments:
Tabs A-E

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